



INTRODUCTION AND OVERVIEW

The 1000 women leaders program by Jombay has turned into a movement! A force of change that promises to make gender representation equal at all levels in the organization. We at Jombay feel a profound sense of responsibility and want to extend our efforts and expertise to this valuable and timely movement. The 1000 Women Leaders Movement. This movement to continue to succeed and have a long lasting impact will need organizations, their leaders to actively participate and partner with us. And here's our invitation for you to join us!

Win Like a Woman Program: for Senior level Women Professionals

Ideal candidates are outstanding senior women with 20+ years experience, who are ready to take on the key leadership roles in organizations, lead mandates that directly impact business & people outcomes and aspire to create a lasting legacy as a leader.

THE 1000 WOMEN LEADERS CONSTRUCT

"We know women leaders are as ambitious as men, but they're leaving their companies at the highest rate we've ever seen, and at a higher rate than men are leaving," says Rachel Thomas, co-founder and CEO of LeanIn.org.

"The scale of it is surprising. Women leaders are clearly voting with their feet to say they're not comfortable with the status quo and they don't want to return to business as usual. That's pretty disastrous for organizations because women continue to remain underrepresented in leadership, and now companies are losing their precious few women leaders."

With this phenomenon termed the "The Great Breakup" casting its shadow over organizations' policies for diversity and inclusion, we know that it is inevitable to combat it.

But are we, as organizations, expecting women once again to be the ones leading the charge against this status quo? Are we putting the sole burden of crossing the "Broken Rung of the Leadership Ladder" on women's shoulders?

How can we, as organizations, develop, support, and help women leaders develop what they need to sustain themselves?

How can we help them break through the "The Great Breakup"?

And most importantly, instead of asking women to fit the mold of a typical leader, how can we kindle the fire in them to Lead like a Woman?



Research Methodology

Research on women in leadership has seen plenty of focus, particularly in the last two decades. Jombay's research team followed a systematic approach to analyzing the data obtained from our proprietary research, review of existing literature, and critically examine the available offerings in the market.

- primary research where data is derived directly from the target population
- secondary research where books, academic literature, and indirect sources of information are analyzed
- tertiary research which does not involve additional data but serves to validate and solidify the evidence presented

Jombay's "1000WLP" construct was developed using this systematic three-pronged approach:

Step 1

Jombay's Organizational Psychologists leveraged their experience of 12 years in the talent management industry, having compiled the assessment data of over 100,000 managers and leaders across 2000 organizations, encompassing nearly 25,000 women leaders and managers in various functions. Jombay also conducted in-depth interviews with women L&D leaders, and women leading HR and Business across a multitude of organizations in diverse industries.

Jombay used this extensive data to analyze the common patterns in the mindsets and practices of successful women leaders and the common trends that have emerged in the last decade, where the world of work has seen dynamic transformations.

Following are some of the common research parameters on which Jombay's team analyzed the primary data:

- ❖ The common gaps due to which women leaders are leaving organizations or switching jobs at an unprecedented rate.
- ❖ The common competencies that successful women leaders have testified to have been crucial in their achievements and growth.
- ❖ The common needs that aspiring women leaders and managers have identified as essential for them to sustain and grow themselves.
- ❖ The common workplace denominators that lead to burnout and hindrances to women's climb up the corporate ladder.

Step 2

Jombay's Organizational Psychologists also conducted an in-depth analysis of existing women leadership frameworks including those used by leading global organizations such as McKinsey & Co's Centered Woman Leader framework, Deloitte's Authentic Women in Leadership Framework, Harvard's Women Leaders Advancing Together Program, Women in the Workplace Report 2022 by LeanIn.org and McKinsey, and academic literature such as the 'integrated women leadership framework' by O'Neil et. al. (2015, published in Semantic Scholar).



We also explored in detail and analyzed expert opinions and TedX talks by more than 100 women and men leaders on DEI, and what the future woman leader should look like.

Jombay conducted a thorough review of the existing academic literature, business citations, books, and organizational research on the challenges faced by women leaders as well as aspiring women leaders at different levels of management within the organization.

The compiled data from these studies were then analyzed to delineate recurring themes and constructs coming out clearly as relevant needs of women leaders, resulting in a list of 20 dimensions.

Step 3

A deep-dive into these different programs revealed that no single established program on Women's Leadership covered all three prongs of a woman's journey: Breaking internal barriers and letting their executive presence shine through, navigating organizational politics and finding support systems to break through the proverbial glass ceiling, and lastly, conquering the intrapreneurial spirit to evolve into a visionary leader in the present-day workplace.

Such an integrated and holistic program would strike a unique balance between the changing landscape of organizational needs and the gendered lens through which a woman leader's journey to the top unfolds. Our goal for Jombay's 1000 Women Leaders Certification Program was for it to capture the new-age development needs of modern women leaders who were also contending with age-old barriers.

Jombay's team pursued this integrated lens and distilled the 20 themes obtained from our primary and secondary research into 10 essential constructs that make up the Women's Leadership Playbook - to ensure sustainable success that women can wear as a badge of honor.



THE FIVE MINDSETS OF JOMBAY'S WLP

Protagonist Mindset:

Cultivating a Protagonist Mindset enables women leaders to see themselves for what they are - the star of their show!

Warrior Mindset:

Nurturing a Warrior Mindset enables women leaders to fight for what they deserve - sometimes by taking two steps forward, and sometimes by taking one step back.

Maverick Mindset:

Honing a Maverick Mindset enables women leaders to rise above the fray, communicate fearlessly, and solidify their place in their organizations.

Campaigner Mindset:

Nurturing a Campaigner Mindset enables women leaders to leverage their authority and influence to navigate headwinds and build a platform for themselves that can sustain them, help them grow, and help them rise above the fray.

Enterprising Mindset:

Cultivating an Enterprising Mindset enables women leaders to look beyond their roles and personal growth, to build a sustainable, high-impact, and inclusive ecosystem in their organization.

These 5 mindsets form the foundation on which each of the 1000 Women Leader programs for the Senior, Mid, and Junior levels are built.

Each of these mindsets entail two behaviors, which are specific to the level of the program.

MINDSET	WIN LIKE A WOMAN
Protagonist Mindset	Breaking Biases
	Honing your Strategic Presence
Warrior Mindset	Conquering the Glass Cliff
	Combating the Lone Wolf Syndrome
Maverick Mindset	Dealing with the Boardroom Unapologetically
	Negotiating for Strategic Business Outcomes
Campaigner Mindset	Navigating Organizational Adversity
	Building Yourself as a Thought Leader
Enterprising Mindset	Kindling the Gene for Change
	Being a Force Multiplier



WIN LIKE A WOMAN - SENIOR LEVEL PROGRAM

Breaking Biases

The first big hurdle many senior female leaders face is unconscious bias - starting from gender stereotypes in the workplace to subconscious internal attitudes about female leadership capabilities. For senior women leaders, Breaking Biases involves a commitment to rise above both internal and external stereotypes and prejudices, practicing self-reflection for transitioning into a leader's identity, and fostering a space for oneself that allows their leadership capabilities to outshine their internal barriers.

Honing your Strategic Presence

Strategic presence is intentionally adjusting how you show up as a leader to influence the organization's strategic roadmap and maximize the business impact. For senior women professionals, Honing a strategic Presence involves developing the perception of being a capable leader who can impact the organization's growth on all fronts, and then channeling this persona to make a lasting impression across the organization - from the uppermost echelons of the C-suite, all the way down to the front-line workers.

Conquering the Glass Cliff

The glass cliff refers to precarious and risky situations in organisations where senior women professionals are appointed with the expectation to carry through. Navigating them requires courage to take on challenging roles, the adaptability to manage the risks, and the perseverance to turn the situation around from risk to reward. For senior women leaders, Conquering the Glass Cliff means embracing the opportunities that demand their leadership, and the resilience that empowers them to excel, even in the most adverse circumstances.

Combating the Lone Wolf Syndrome

When women leaders put themselves under the pressure of striving for perfection in every role they are fulfilling, they come to see themselves in the Lone Wolf role - a leader who chooses to shoulder all the critical responsibilities themselves. Women leaders need to empower and trust wider teams to ensure achievements of larger goals. For women leaders, combating this Lone Wolf Syndrome entails zooming out of the one-person army mindset, achieving a balance between their priorities, building the courage to solicit support, and using innate strengths for collaboration and empathy towards one's success.

Dealing with the Boardroom Unapologetically

Ambitious women who are aspiring to rise to leadership positions have to keep up with the challenge of making an impact once they get there. This impact is possible if leaders are able to navigate the executive conversations in the boardroom and outside of it with grace, and influence decision making. For senior women leaders, this involves bringing their authentic selves into the workplace, showcasing their candor and credibility, challenging the status quo, and knowing how to influence critical organizational decisions.



Negotiating for Strategic Business Outcomes

As a leader one is responsible for driving business outcomes, while still acting as the custodians of workplace culture. And hence, leaders can often be at the threshold of monumental decisions. For senior women leaders, negotiating Strategic Business Outcomes involves adopting a strategic mindset, long-term vision, and the expert foothold in business negotiations - in order to ensure win-win outcomes that contribute to a sustainable bottom line of the organization.

Navigating Organizational Adversity

Ambitious women can face headwinds that make it harder to advance. This may include microaggressions and politics, accessibility, getting their voice heard. To be able to position themselves as capable leaders entails institutionalizing a focus on outcomes despite adversities, being an ethical power center for others to look up to, and enabling an agile and supportive workplace that can overcome crises together.

Building Yourself as a Thought Leader

Thought leadership is essential for women in business to break through the glass ceiling, establish themselves as experts in their domain and inspire others in their field. For senior women leaders, Building Yourself as a Thought Leader involves shaping and amplifying their identity and influence to create a powerful ripple effect - enabling them to grow strong networks and communities, impact business goals, and build an unforgettable impression in the industry.

Kindling the Gene for Change

Leading through disruption requires the gene for change, i.e., the foresight to anticipate and embrace ambiguity, the grit to adapt to changing industry and business landscapes, and the innovator's zeal to pioneer change. For senior women leaders who are leading through uncertain times, Kindling this Gene for Change entails standing tall against the traditional status quo, getting the organization and the C-suite to rally behind new-age transformation, and building systems that sustain the changing era of work.

Being a Force Multiplier

Leaders become force multipliers when they can bring out the best in their teams and their people. They become magnets for talent and propel their teams to deliver superior results. For senior women leaders, Being a Force Multiplier entails combining people-centricity with growth-centricity, nurturing centers of excellence that work cohesively and efficiently, and fostering systems through which the organization grows steadfastly - all while ensuring the highest levels accountability, ambitious goal-setting, and a healthy spirit of collaboration.
